

67201-84

28 DEC 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert M. Gates  
Deputy Director for Intelligence

SUBJECT: Creative Problem Solving/Space

REFERENCE: Memo to DDI from DDA, dated 21 Dec 1984,  
Subject: Need for Expansion of Printing Plant

STAT 1. I appreciate your memorandum on the need to expand the printing plant. You will certainly have my enthusiastic support if you go forward with the project. And we might even be able to help a little with funding later in the year--although not to the tune of [redacted] or anything like it. The problem from my end is that your proposal makes eminent good sense as a long term solution to our printing needs, but it does not address my need, which is for a substantial amount of space in the immediate future.

STAT 2. As I indicated in my earlier memo, we believe that the space under the P&PD building could be made suitable for our needs for a fraction of the [redacted] cited in your memo. We do not have access to the details, but we know that the project envisaged in 1982 included features extraneous to our needs, such as a special storage area for combustibles and a new loading dock. We have in mind merely decent office space suitable for people, computer terminals, and word processing machinery. The fastest way to get an estimate of the cost probably would be to let us review the specifications proposed in 1982 and eliminate those that are not essential for our purposes. We are ready to do that immediately, and I would like to pursue the idea on an urgent basis at least until we have a realistic cost estimate in hand.

STAT 3. In sum, I see no reason why we cannot move forward on both ideas. I am sure that the DI can afford whatever cost is involved in getting an estimate from a contractor for the basement proposal. And I will be glad to do whatever I can to help with the larger project. The sooner I know whether the basement option is feasible and at what cost, the sooner I will be able to tell you how much we might be able to contribute to the A&E study on the expansion.

[redacted]  
Robert M. Gates

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84-3562/1

21 DEC 1984

MEMORANDUM FOR: Deputy Director for Intelligence

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Need for Expansion of Printing Plant [REDACTED]

REFERENCE: Memo to DDA from DDI, dated 4 Dec 1984,  
Subject: Creative Problem Solving/Space

1. Thanks for your memorandum which reinforces my belief that the printing plant must be expanded now if we are to have adequate space to meet the current and future critical needs of the Agency's publishing network. We need your help and support in this endeavor. [REDACTED]

2. I appreciate your suggestion regarding the excavation of the plant in order to gain additional space. However, the feasibility of excavating the plant was studied by an architect and engineering (A&E) firm in 1982, and the study indicated that construction costs would be approximately [REDACTED] in 1982 dollars! Given the amount of space that we need and construction costs which would exceed [REDACTED] per square foot, the excavation proposal is not a feasible alternative for us. Not only are the costs prohibitive, but the excavation and construction work would be very complex, and it would not satisfy the totality of our space requirements. [REDACTED]

3. The Printing and Photography Division currently has space needs within the plant for about [REDACTED] square feet of space. In order to accommodate the needs which you outline in your memorandum, an additional [REDACTED] square feet are needed, for a total of [REDACTED] square feet. Given the present situation with all of the construction activities occurring on the compound, we propose to expand the plant now by either adding a second story to the existing building or by extending the building out horizontally on two levels from the existing structure. The alternative selected would result from recommendations by the A&E firm performing the design work. [REDACTED]

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25X1 4. In order to accomplish the above, I need your financial  
and organizational support. The transfer of [ ] from you  
25X1 to us will provide us with a substantial start in getting on with  
the A&E design and associated studies. The construction funds  
25X1 required [ ] would be gleaned from any remaining funds  
from the new building project. Our use of those funds for this  
purpose will not be a simple matter, and we must seek approval of  
our Congressional committees after working the problem through  
the Agency. We nevertheless believe that the time to initiate  
25X1 action on this project is now or never. [ ]

25X1 5. I would appreciate your concurrence in the above  
proposal as soon as possible so that we can initiate the project  
within the next few weeks. [ ]

Signed: James H. McDonald

*for*

Harry E. Fitzwater

CONCUR:

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Deputy Director for Intelligence

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Date

CONFIDENTIAL

DDI 06 792-84

4 DEC 1984

MEMORANDUM FOR Deputy Director for Administration

FROM: Robert M. Gates  
Deputy Director for Intelligence

SUBJECT: Creative Problem Solving/Space

1. One of my major goals for some time has been to identify ways to improve the process of producing finished intelligence. We continually come up against two barriers: (1) space and (2) the need to co-locate essential portions of the process so that the time spent forwarding information, designs, graphs, maps, proofs, etc., back and forth between the DI and DA components involved can be reduced substantially. There are at least sixteen transfers involved in most of our assessments and research papers. Integrating the DI printing and production, cartography, design and dissemination functions closer to the actual DA printing function is a goal we have long sought.

STAT 2. I have just learned that there is approximately [ ] square feet of space lying fallow in the basement of the Printing and Photography Building which could be used to attack both the problems at a reasonable cost. This space was examined for possible use some time ago but that project died - probably because of inertia, as well as exaggerated estimates of renovation costs. Although I have no access to the earlier A&E data, I have been told that by excavating a portion of the space, relocating sewer and power lines and installing the necessities to prepare the space for DI production people, STAT we could gain about [ ] square feet of additional instant vaulted space on the compound at minimal expense.

3. The timing for this renovation could not be better.

- Since the compound is already disrupted due to the construction of the new building, additional renovation would present minimal inconvenience — for example, disposal of excess dirt, which was a large problem earlier, would go unnoticed now.
- We have identified funds to renovate the current cartography space during 1985. We might be able to make a portion of this money available for the renovation of the basement of the Printing and Photography Building to accommodate the DI people moved into the new space.
- CPAS will shortly receive recommendations from a contract study for improving the production process; useful ideas could be incorporated into design of the new space.

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4. I urge you to consider this proposal soonest. The timing for proceeding is perfect. This may even be the first of the prime candidates to be considered by Bill Casey's new forum in his effort to identify and act quickly upon new and better ideas to respond to critical intelligence problems. I certainly view this as an "occasional flash of inspiration" which deserves immediate attention.

STAT



Robert M. Gates

cc: EXDIR  
D/OL

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